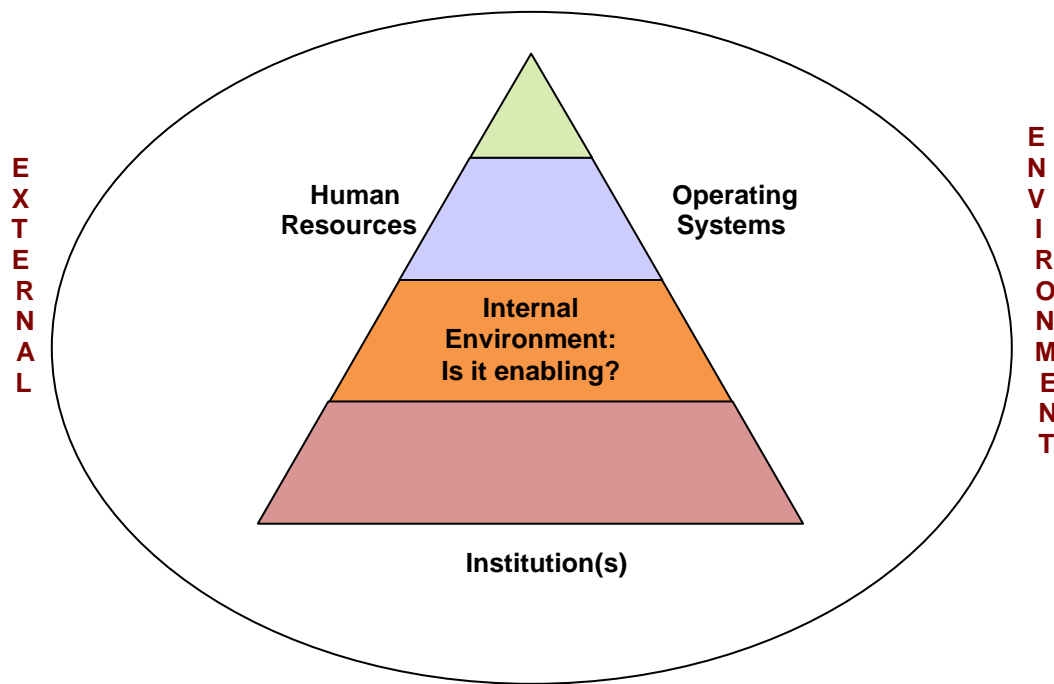


Key messages Derived from Experience

By Talaat Abdel-Malek

1. **What priority measures are required?** Measures should address specific elements of CD, and do so in an integrated manner. Five elements are involved in CD, three are visible: institutions, their human resources and their operating systems, as shown in the “CD Pyramid” below. Two are invisible but equally critical: their internal environment and external environment (how enabling or disabling are they?)



2. **Why are these measures promising?** Piecemeal measures not effective. Training alone no longer adequate, nor is “technical assistance” as practised in many assistance projects. Impact is short-lived. Hence, need to adopt **integrated** approach that deals with bottlenecks as identified “on the ground” on a tailor-made culture-sensitive basis.
3. **How could these be approached?** National ownership is critical, no matter how much aid is provided. Ownership must be translated into concrete action plan. Leadership commitment is essential. Division of labour is necessary. Donors would play advocacy role, provide HR development based on needs assessment, offer policy and institutional upgrading advice, transfer successful experiences (south-south); while recipients assume overall responsibility for managing CD outcome, including budget allocations and other actions to sustain CD outcomes. Priority may have to be given first to capacity development in some cases to enable a country to exercise ownership effectively.
4. **What recommendations for Accra & Beyond?** For donors: Revise TA strategies and assist in formulating CD national plan through advice and communication of best practices. Provide and align quality assistance consistent with CD plan, coordinating inputs with other donors. Avoid parallel structures & similar un-enabling practices. Stress partnership approach, with recipient country in driver’s seat. For recipients: Draw up a national CD plan (capacity to do what, at what levels) with priorities, involve key stakeholders as partners/allies, mobilize political and budget commitments, monitor and assess progress. Reward successful/sustained CD. Publicize/replicate best practices.